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2 April 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Deputy Director for Intelligence

SUBJECT: Follow-up on DCI's Speech on Excellence

REFERENCE: Your memo dated 16 March 1984, same subject

1. Some of the issues listed in paragraph 2 of your memo do not lend themselves to unilateral action by one directorate. Those are:

- Eliminate property requisitioning authority.
- Relax security restrictions on family visitation days so that families may visit vaulted areas.
- Provide WAE contracts for non-staff spouses who perform operational support work overseas.
- Include a specific reference to "excellence" on promotion certificates.
- Create certificates granting career status marking the end of the employees' probationary periods.

While we support efforts in these directions, specific actions required to make such changes involve other directorates and/or offices.

2. There are other issues on that list which we can address more directly. These are:

- Provide resources at the directorate level for task forces on special problems.

Comment: Whether called a task force, working group, steering group, or even advisory group, the ad hoc collection of interested parties to work on a specific issue can be, and has been, used within this directorate. We will further expand the practice of pulling together senior managers or substantive analysts to address important issues. Some such examples are the Falklands, Poland, Lebanon, Mexico, ADP, IAs, and, most recently, the DI recruitment problem. Regarding resources to support such a group, space is the most critical shortage, yet we have managed.

- Abolish shorthand as a requirement for promotion.

Comment: This always draws mixed feelings although we have addressed the matter several times in the DI. The vote is usually split and heavily dependent upon the group being polled. Perhaps one new approach would be to set aside stenography as a unique skill to be recognized in the form of special compensation similar to the language incentive or maintenance programs--sort of a flight pay for stenographers. Such recognition would have to be entirely separate from the promotion exercise.

- Make criteria for rating managers more specific.

Comment: We have specified several duties that must be addressed in managers' PARs. These include effectiveness in appraising the strengths and weaknesses of subordinates, expanding skills and providing training opportunities, and leadership. We have created a small group to develop a more specific set of guidelines for PARs of managers and plan to have small groups establish criteria for PARs of analysts, IAs, and secretaries.

- Develop a checklist for orienting new employees.

Comment: Practical demonstrations and introductory or explanatory information about the directorate are given in our New Analyst Course as well as OTE's Agency Organization and Office Procedures Course. One action now under consideration is a mentor system for new analysts, starting with minority hires. But we also will address other methods of introducing new employees.

- Institute periodic career days for each directorate so that employees can get an appreciation of what other directorates do and what career opportunities might be available.

Comment: On 9 April the DI will host a Career Day Seminar in connection with the CIA Upward Mobility Program. While this may not be what is anticipated by this suggestion, we believe this is one way to begin. The seminar will permit those interested in CIA Upward Mobility positions to learn more about the directorate, ask questions about specific positions and to consult with the supervisors who have positions in the current program.

3. Sometime ago, I asked the MAG to produce a paper on how we might improve "the quality of life" within the directorate. Many of their suggestions relate to the space problem but they also include the development of better recreation facilities on the grounds, establishment of a bookstore, etc. In this regard, we probably should reopen the question of a day care center. Finally, as part of the "in search of excellence" exercise, I asked each of the offices to develop a set of recommendations to delegate authority.

4. In addition to the issues you raise in your memorandum, the DI has already implemented or is studying other changes, such as:

- Office Directors now establish their own official travel priorities and operate within allocated budgets. We no longer have a quarterly review of all foreign trips by the ADDI in advance of such travel.

- Increased the use of AIM within the directorate.
- We have streamlined DI Program procedures. Offices load an automated system and the information is read out in our Planning and Management Staff, analyzed, reworked according to guidance provided by the Comptroller and prepared for review by the DDI and ADDI before major decisions are made. As guidance changes, the data can be manipulated and rearranged electronically without starting anew with each major change.
- We are studying several alternatives to the current Agency employee recognition and award systems. Most suggested options seek to reduce the time it takes to obtain award approval and to simplify the request procedures. We have not yet completed our review but there are several separate suggestions under review.
- We are heavily involved in enhancing and supporting OP's role in obtaining new applicants for the DI. We have several people working full time on this problem and have funded many recruitment trips to colleges and universities by analysts, engineers, scientists, economists, etc. We have more people recruiting than we have scheduled for EOD in all of 84.
- I have published two issues of a DDI Newsletter to inform all DI employees on selected items of general interest.
- I have forced office managers to encourage analysts and others to attend academic and commercial seminars, conferences, courses, etc., to foster contact with non-Agency people and ideas. This is beginning to pay off in that employees are identifying new opportunities for contact and many new contacts have been made and are being maintained as a result.
- The most common complaint in the directorate is lack of adequate space. Many of the offices have set up their own space committees to try to find ways to add a few extra feet to the working space. They have even tried to have coat racks moved into the halls. There is relatively little that can be done by the directorate although we will be more aggressive in reducing files and records. A major step would be to allow us to contract outside for remodeling and redesign of the offices. At present it is impossible to get a wall moved in anything less than a year.

5. There are probably other examples but you can see the DI is addressing a variety of issues and problems.

[Redacted Signature]

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Follow-up on DCI's Speech on Excellence

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